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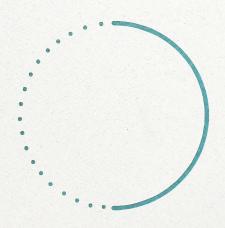
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THE PREMIER'S COUNCIL ON THE STATUS OF PERSONS WITH DISABILITIES

1992 - 1993 ANNUAL REPORT





July 27, 1993

The Honourable Ralph Klein Premier of Alberta 307 Legislature Building Edmonton, Alberta T5K 2B6

Dear Sir:

I have the honour to present the fifth Annual Report of the Premier's Council on the Status of Persons with Disabilities. This report covers the fiscal year ending March 31, 1993.

Respectfully submitted,

Halvar Jonson Minister Responsible for the Premier's Council on the Status of Persons with Disabilities

324 Legislature Building, Edmonton, Alberta, Canada T5K 2B6 Telephone 403/427-2025 Fax 403/427-582

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## Message from the Chairperson The Halfway Mark



"The halfway point in our limited life span provides an interesting vista." - Gary McPherson, Chairperson

It seems hard to believe, but five years have passed since the Premier's Council on the Status of Persons with Disabilities was created.

The halfway point in our limited life span provides an interesting vista. The time that's passed allows us to clearly see what we've accomplished. Of course, it also reveals our shortcomings. Such a view also allows us to, in turn, chart our course for the remaining five years.

The Council was not created on a whim. It was created because Albertans with disabilities said they needed a single, strong, effective voice that government would listen to. In fact, organizations and individuals had lobbied for such a body for years. But it wasn't until 1987 that the perfect backdrop was introduced to enable the creation of the Council

In 1987, disability awareness in our province and throughout Canada reached an all-time high. By far, the factor responsible for this heightened awareness was Rick Hansen's Man-in-Motion World Tour. As the disabled British Columbian wheeled through Alberta on the last leg of his journey, Premier Don Getty made the commitment to form this Council. I believe that Mr. Getty and his cabinet wanted the legacy of Hansen's quest to continue in the form of the Council, and I congratulate them on their vision.

From the beginning, what made the Council so unique was the open process it employed. At every step during creation, from the formation of the steering committee, to the report that committee delivered, and the selection and appointment of Council Members, an open process was used. This process involved input from all related sectors; all stakeholders.

This open process was critical to position the Council with both government and the community. In other words, it helped us garner support of Albertans with disabilities, while establishing credibility with the government which we would be working with. It also allowed us to complement — rather than duplicate — efforts already under way.

Another quality unique to the Council was the legislation which created it. The Premier's Council on the Status of Persons with Disabilities Act is, in my opinion, a particularly strong and empowering piece of legislation. It also allows a great deal of flexibility, as the Mission Statement it contains clearly illustrates:

"To enhance and promote the opportunity for full and equal participation of persons with disabilities in the life of the province"

The Mission Statement prompted the newly formed Council and Secretariat to ask the question, "What does it mean?" Clearly, the Council needed a direction; a basis from which to work. The result was the formation of the Vision document *Towards a New Vision of Abilities in Alberta*. This Vision provided a philosophical framework for any Council work that has since transpired. Again, the open process was critical in the formation of this document — it not only represents what the Council perceives as important, it represents what the majority of Albertans with a stake perceive as important.

This document was well received by both community and the government. But, as we knew, it was only a beginning. It was Premier Getty himself who pushed us to the next level. At a 1989 press conference announcing the release of the Vision, Mr. Getty publicly challenged us to take it to the stage of action. Thus, the **Action Plan** was born.



The **Action Plan** is just that. I've been told that it is one of the most specific, effective plans ever tabled with government. It contains 55 recommendations addressed to various government departments. Recommendations are categorized by area of need; for example, education, training, housing, etc. Where do the recommendations come from? Again, the open process was critical. They are recommendations based on what members of the government and community perceived to be wrong with "the system".

Soon after that document was released in 1990, we found ourselves in the unique position of assisting in the implementation stage. It became obvious that making recommendations wasn't enough; we would have to collaborate with government to realize effective implementation. Frankly, had Council not been there to carry out that role, in all probability, our results would not have been nearly as significant.

Subsequent to the *Action Plan*, the Council has continued with more complementary, specific pieces of work. This work, also based on both open process and the principles of the Vision, are responses to more specific, yet complex, areas of need that the *Action Plan* was unable to address. See the section "Premier's Council Milestones" for details.

This brief history raises some obvious questions. Has the Council been an effective tool of change? What will be its focus in the remaining half of its life? Let me share some of my thoughts.

By the fall of 1993, an **Action Plan Report Card** will be completed and published. This document is exactly what it sounds like — an independent review of which **Action Plan** recommendations have been addressed and which have not. This Report indicates that the Council has been one of the more active arms of government, both political and bureaucratic, in affecting change. It suggests that the Council has moved the issue of policy and programs affecting Albertans with disabilities from the back to the front of government's collective mind.

Therefore, when taken as a whole, it indicates that Albertans with a disability have a wider range of services than were offered prior to the Council's existence. I congratulate those government departments which have worked to bring about these forward strides.

But it isn't all good news. Many *Action Plan* recommendations have yet to be addressed, including key recommendations in the areas of education, training and employment. We perceive these recommendations as being paramount in breaking the cycle of dependence in which many of our province's 425,000 disabled citizens are entrapped. It is my hope that, over the course of the next five years, we can collectively address these crucial areas and make significant gains in the rationalization of policies. In this time of fiscal uncertainty, we can help realize greater returns for the money invested in supporting this significant portion of our population.

I see the changes that we've witnessed in government, and the ones still to come, as a renewed opportunity to deal with the difficult challenges that lie ahead. As a Council, we've laid much of the groundwork for what has to be done. I now offer our services to assist those decision makers and administrators who must have the vision and courage to continue building on this foundation.

I thank the Government of Alberta for continuing to give us the chance to pursue equality and independence for our province's citizens with disabilities.

I also thank all of those who, over the past five years, helped us pursue our dream of an egalitarian society that recognizes only peoples' abilities.



## Message from the Executive Director The Year in Review





"Despite the unsettled environment within government, the Council remained active on a number of fronts."

- Eric Boyd, Executive Director

This annual report marks the end of our fifth year advising the Alberta government on issues affecting Albertans with disabilities.

In many ways, it was a year of uncertainty. We witnessed Don Getty, who had the foresight of creating our Council, handing off to Ralph Klein, who, as Premier, has been most receptive to the Council in his early days of power. Despite the new Premier's willingness, the ensuing cabinet shuffle seemed to create a period of uncertainty within many of the line departments we work with. Then, as new ministers came to grips with their portfolios, many departments adopted a somewhat different focus. The end of the year provided more uncertainty with the impending election.

Despite the unsettled environment within government, the Council remained active on a number of fronts. There were major projects, initiated in the previous year, that required completion. Most significant of these was the report titled **Alternative Communications: Issues and Strategies for People with Alternate Communication Needs**. For years, people who are blind, deaf, or have any other disability necessitating communication in non-traditional formats (such as audio-cassette and sign language interpretation) have been unable to access information from many government services. **Alternative Communications** examines the problems and suggests solutions. We were proud to present the document to government in September. For more information on **Alternative Communications**, see page 8.

The other project requiring our attention throughout the fiscal year was the completion of the report *Removing Barriers: An Action Plan for Aboriginal People with Disabilities*. As expected, this has been an extremely complicated foray. Before one can truly understand the problems and make recommendations in this area, jurisdictional red tape from three levels of government — tribal, provincial, and federal — has to be unravelled. Significant progress was made in 1992-93, and the final draft is expected to be ready for release by the fall of 1993.

We also initiated a major project in this fiscal year — the **Action Plan Report Card**. In the spring of 1990, we released the **Action Plan**, a document that made very specific recommendations throughout government with respect to policy affecting Albertans with disabilities. What recommendations have been implemented? Which have not? The **Action Plan Report Card** tracks the progress made with every recommendation. This report will be available by the summer of 1993. For more information, see page 10.

In particular, one **Action Plan** recommendation that we feel is extremely important has not been acted on. That recommendation would see the government develop a new, unified approach to deliver personal supports to Albertans with disabilities — a Community Supports Program. Once implemented, this approach would replace a number of fragmented programs currently in use. During the year, the Council was pleased to witness some 22 provincial organizations form a coalition whose sole purpose was to convince government of the importance of this recommendation. Throughout the year, the Alberta Coalition for Community Supports has campaigned externally, while the Council has continued to work with government internally. By the end of the year, while much work was left to do, it was clear that Premier Klein and his cabinet were seriously considering the recommendation.



A large part of the Council's work continued to be collaboration with various departments wrestling with implementation of our recommendations. During this fiscal year in particular, many parts of government looked to the Council for expertise, with the result being that sitting on various committees formed the brunt of our day to day work. The committees the Council participated on include:

- Advisory Committee on Barrier Free Transportation Alberta Transportation and Utilities
- Cross Disability Advisory Committee (Housing) Alberta Municipal Affairs
- Home Care Program Advisory Committee Alberta Health
- AADL Power Mobility Application Review Committee Alberta Health
- Labour Market Development & Training Ministerial Consultative Committee
- Accessibility Standards and Rating System Committee Alberta Hotel Association
- Barrier Free Means of Emergency Exit National Task Group
- VRDP Services Transfer Committee Alberta Family and Social Services, Alberta Advanced Education and Career Development
- Long Term Care Role Statement Working Group Alberta Health
- Self Managed Care Project Advisory and Evaluation Committees Alberta Health

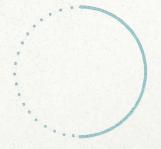
The Council also continued to place heavy emphasis on communicating with stakeholders across the province. The Council's 16 page newsletter **Status Report** was published quarterly, as was its supplement, the single page **Status Update**. **Status Report**, which enjoys a circulation of 5,500 throughout Alberta, is an attempt to explore serious issues, such as the future of Michener Centre (August 1992) and integration in education (February 1993).

In addition to circulating its publications, the Council also focussed on being more visible throughout Alberta during the past year. Considerable effort was spent on the production of audio/visual materials, including slide presentations and an 8' by 10' conference display.

Finally, work also continued on the Alberta Information Network, Council's attempt to establish an easily accessible province-wide database of disability-related information. This database, known as *Enablebase*, assumed shape and content during the fiscal year. It is expected to be ready for pilot-testing and distribution by the fall of 1993.

What will year six bring? We will continue to split our efforts between existing projects, maintaining and, in some cases, establishing new dialogues within government, and developing an increasingly more visible public profile. We are optimistic that, with the transitional year in government behind us, we can get on with our mission "to enhance and promote the opportunity for full and equal participation of persons with disabilities in the life of the province."

I thank each and every one of you who have worked with us in the past year in the pursuit of achieving our mission. lacktriangle



### Premier's Council Milestones

### Five Years at a Glance

### 1988 1990 May The Premier's Council Act is assented

and a Chairperson appointed. Council office is established in Edmonton.

#### October

Twelve Council Members representing a broad base of disability knowledge from across Alberta are appointed. Executive Directorship begins.

### 1989

### June

Council publishes Towards a New Vision of Abilities in Alberta. This Vision paper outlines the Council's principles and philosophy; it is subsequently endorsed by the community.

### June to August

Public consultations on disability policy issues take place across the province.

### September to December

Council-appointed Task Teams review issues identified by stakeholders and begin to develop recommendations.

#### December

On behalf of government, Premier Getty officially endorses Towards a New Vision of Abilities in Alberta at an Edmonton press conference.

#### January

Final work is done on policy recommendations.

#### March

The Action Plan is released at an Edmonton press conference.

#### April to December

Council secretariat meets with government departments and community agencies to discuss Action Plan implementation.

#### June

Alberta Transportation and Utilities leads way in implementation of Action **Plan** by establishing the Advisory Committee for Barrier Free Transportation. Alberta Health begins work on brain injury services and changes to AADL.

#### 1991

### January

In conjunction with Alberta Education, Council initiates a review of the process of integration of children with special needs in the Yellowhead School Division.

#### March

The Aboriginal Task Force is established to analyze issues affecting aboriginals with disabilities: Council Member is named as Chair.



#### May

Alberta Building Code is revised to include 16 recommendations pertaining to barrier free access.

#### July

Home Care program in Alberta Health opens to people 18 to 65 years of age and initiates Self Managed Care pilot project. AADL adds power wheelchairs to benefits list and reduces cost sharing amount. Economic Development and Trade announces Ability Plus small loans pilot project to assist entrepreneurs with disabilities.

#### September to December

A discussion paper on Constitutional Reform is prepared and disseminated by Council secretariat. Council works with national disability groups to influence constitutional discussions as they affect people with disabilities.

#### November

**Alternative Communications** advisory group is established to look at communication needs of people with sensory disabilities.

### 1992

#### March

Alberta Transportation and Utilities announces the following barrier free transportation pilot projects: accessible taxis, low floor buses and an accessible Greyhound bus service between Edmonton and Calgary.

#### May

Council launches effort to stop passage of the Michener Centre Act which would prolong institutionalization.

#### June

The report Integrated Services Review - Yellowhead School Division No. 12 is released; it subsequently wins an evaluation award.

#### July

Council initiates two projects: a review of *Action Plan* implementation, and development of educational interpreting standards for deaf children in mainstream classes. Family and Social Services (FSS) and Career Development and Employment (CDE) initiate a pilot project to test feasibility of transferring vocational training for people with mental disabilities from FSS to CDE.

#### August

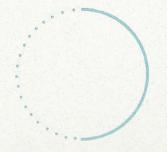
A new Disabled Parking Placard program comes into effect with stricter controls on who qualifies.

#### September

The document **Alternative Communications** is released at a press conference in Calgary. The document highlights problems people with sensory disabilities have in accessing information from government; it also recommends solutions.

#### November

Edmonton and Calgary commit to purchasing accessible low floor buses to replace aging city buses. ●



## Alternative Communications

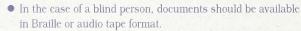
As the *Action Plan* was being developed in 1989, a realization grew that it couldn't possibly encompass every aspect of policy relating to persons with disabilities. In fact, there were several areas that would require the same treatment and scope of research as the *Action Plan* itself. One of these areas was the unique communication needs of people with disabilities preventing them from accessing information in any of the standard ways.

Who are these people? Obviously, they include blind and deaf people. They also include hard of hearing people. People with various learning disabilities such as dyslexia, also have special communication needs. And people with mental disabilities often require information in formats other than print.

This population is indeed a significant one. The latest information available at the time of writing (1986 HALS) reveals that some 114,000 Albertans fall into the category of

having a sensory disability alone. (The number of people with either learning or mental disabilities requiring unique communication is difficult to pinpoint.) Undoubtedly, this figure is higher today — from 1986 to 1991, the number of people who identified themselves as having a disability of some form climbed from 12% to 17% in our province.

The question asked was this: what is government's obligation to people with unique communication needs? After much deliberation, the Council decided that government's obligation to a blind or deaf person is no different from that to a seeing or hearing person. In short, if government has something to communicate, it should be available in forms that everyone can easily understand. For instance:

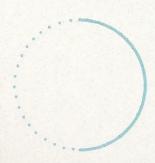


- In the case of someone with low vision, documents should be available in a large typeface.
- For someone with a mental disability, documents should be written in very plain English.
- All offices dealing with the public should have telephone devices for the deaf (TDD).
- Public meetings should have sign language interpreters for deaf people and assistive listening devices for hard of hearing people.

Up to now, this has not been the case. People who cannot understand the written word have had to rely on the generosity of others to translate — for instance, the blind person receiving an information brochure on a government program. Likewise, people who cannot understand the spoken word have had to rely on friends and family for translation, such as the deaf person attending a government hearing. Clearly, in this day and age, this is no longer acceptable.

Thus, the *Alternative Communications* project was born. The first task that lay ahead for the Council was to identify specific problem areas. This, as it turned out, was the easy part. The formidable portion was arriving at suitable recommendations to deal with each problem.





An eleven member advisory committee was struck to guide the process from consultation to finished document. Membership was composed of individuals from government and community, with representation from key consumer groups — blind, deaf, and hard of hearing. The committee was chaired by Dr. Fran Vargo, the Premier's Council Director of Research and Policy Review.

Public meetings were held across the province to help identify problem areas and solicit solutions. In total, 48 organizations contributed in these public consultations. A draft document was developed by Dr. Vargo in the spring of 1992. This draft underwent several revisions, with the final version being released at a press conference in Calgary on September 28, 1992. Alternative Communications: Issues and Strategies for People with Alternate Communication Needs was subsequently praised and endorsed by individuals and groups whom the recommendations would directly benefit.

**Alternative Communications** is a comprehensive, 70 page document that outlines problems and makes specific recommendations in five areas:

- access to information from government documents, services and meetings;
- access to fair treatment in the justice system;
- access to appropriate educational materials and adequate service in education;
- access to qualified sign language interpreters;
- access to adaptive communication technology.

It is assumed that the Public Affairs Bureau, with its role of facilitating communication and supplying communication materials throughout government, would somehow have the task of implementing the majority of the recommendations. As the 1992-93 fiscal year came to a close, the Bureau was in the process of studying the recommendations. Word on whether or not the government will implement some or all of the recommendations had not come at the time of writing this report.

An issue that has been often raised is the expense of implementing a government-wide policy on alternative communication. The Premier's Council contends that the expense will be minimal — in Manitoba, departments were given no new money when their policy recently went into effect. Even departments with heavy demand, such as Social Services, have annual costs of \$250,000 or less.

The **Alternative Communications** document is, of course, printed in large type for visually impaired people. It is also available in audio tape format. Contact the Premier's Council to obtain a copy in the format of your choice.



### Major Initiative



## Action Plan Report Card

As the Premier's Council neared the midpoint of its limited life span, the need to assess its progress and impact became apparent. A review was needed in order to chart the course for its remaining five years of life.

By far, the bulk of the Council's work has been the research, development and publication of the **Action Plan** (1990), and the subsequent dialogue — if not outright persuasion — needed to convince various government departments of the importance of the document's recommendations and show them how to implement them. It was obvious that, in order for the Premier's Council to review its work, it would essentially have to assess government's progress with respect to policy affecting persons with disabilities and, more specifically, **Action Plan** recommendations.

The *Action Plan* contained 55 recommendations made to 13 different government departments. These recommendations, based on extensive public consultation, were acclaimed by community and government alike as being well-researched and necessary. By the fall of 1992, the *Action Plan* had existed for about two and a half years — certainly enough time for its recommendations to be addressed. However, throughout that time, there was the growing realization that there were some problems in implementation. The document was never endorsed by cabinet, so there was no clear directive for departments to accept it. Through the Council's ongoing dialogue with relevant departments, it became clear that some were receptive to the ideas it contained, while others were not. That dialogue allowed the Council to estimate which recommendations had been implemented, which had not, and why. However, more than estimates were needed. The need for an *Action Plan Report Card* became obvious.

The process for developing the *Action Plan Report Card* was determined late in 1992. A consultant was contracted to conduct the majority of the research, write the first draft of the report, and, perhaps most importantly, provide an independent point of view. The goal was to determine both the extent of implementation of each recommendation, and the extent the public perceived them to be implemented. The report was based almost entirely on consultation, primarily with involved government departments as well as community organizations. With government, three levels of management were interviewed (in most cases).

Throughout the fall and winter of 1992, the consultant extensively interviewed members of government and community organizations. The report, based on these interviews, was written and delivered by the consultant in January, 1993.

To ensure fairness, the draft was taken to Deputy Ministers for feedback in the spring of 1993. This feedback was incorporated into the document, which was to be formatted in preparation for public release during the summer of 1993. It is the Council's belief that the document achieves the goals that were set out for it.

For the most part, the *Action Plan Report Card* contained no surprises. There were, of course, the obvious successes, like Transportation and Utilities' tremendous advances in accessible transportation. But, as expected, it also revealed that many *Action Plan* recommendations that the Council assumed to be completely stalled were just that.

The most disheartening confirmations of inactivity were in the critical areas of education, training and employment. From the beginning, Council believed that work in these areas would be paramount in ending the vicious dependence cycle of people with disabilities. The report clearly illustrated that movement was slow on recommendations in these areas (see graph on next page).



The **Action Plan Report Card** most certainly allows stakeholders a clear view of what has been done, and, more importantly, what hasn't been done. It is the Council's hope that the Klein cabinet, which took over the helm of the Alberta government just as the document was in the formation stage, shares the Council's concern and takes notice of the areas that have been ignored in the past.

The **Action Plan Report Card** will become a tool for the Council as it decides what areas to focus on for the remainder of its limited life span. We urge government and organizations alike to use it in a similar fashion. Contact the Premier's Council to receive a copy. ●

## **Action Plan** Implementation By Areas of Need\*



<sup>\*</sup>From the Action Plan Report Card, 1993

## Premier's Council Member Profile

#### Rick Hansen

Rick Hansen is the Premier's Council Honourary Chairperson. Six years after his incredibly successful Man-in-Motion World Tour, Mr. Hansen continues his quest in raising awareness of disability related issues with various consulting positions and speaking engagements across the country. Mr. Hansen is a paraplegic.

#### Gary McPherson

Gary McPherson has been the Chairperson of the Premier's Council since its inception. Mr. McPherson has been involved in many areas of disability for most of his life. As a result of contracting polio when he was nine, Mr. McPherson has used a wheelchair since that time.

#### Peter Aubry

Peter Aubry is a Calgary businessman who has considerable experience in the field of mental illness. Mr. Aubry's son has schizophrenia.

### Harvey Ball

Harvey Ball is an Edmonton businessman who works within several disability related organizations. Mr. Ball has multiple sclerosis.

### Kaye Brock

Kaye Brock has extensive experience in the area of brain injury. A resident of Calgary, Ms. Brock is a founding member of the Head Injury Association of Alberta.

#### Wendy Bryden

Wendy Bryden has done volunteer work teaching people with disabilities how to ski. Mrs. Bryden, who majored in journalism, is a Calgary-based freelance writer.

#### Cheryl Crocker

Cheryl Crocker is the Chair of the Rehabilitation Practitioner Program at Grant MacEwan Community College in Edmonton. Ms. Crocker has considerable experience in the field of mental disability.

#### Ray Hegerat

Ray Hegerat teaches automotive mechanics at Jasper Place High School in Edmonton to, among others, teens with learning disabilities. Mr. Hegerat, who has a learning disability, obtained a B.Ed. from the University of Alberta.

#### Neil Marshall

Neil Marshall brings a wealth of knowledge from Alberta's Deaf community to the Council. Mr. Marshall, who is Deaf, is a graduate of Gallaudet University in Washington, D.C. He lives in Calgary.

#### Sandy Morrice

Sandy Morrice is actively involved in creating awareness of accessibility issues in the Medicine Hat area. Mr. Morrice is a single leg amputee.



#### **Everett Soop**

Everett Soop has done considerable work in areas affecting aboriginal people with disabilities. A resident of southern Alberta's Blood Reserve, Mr. Soop has muscular dystrophy.

#### Phil Stephan

Phil Stephan has been extensively involved in the field of mental disability for the past seven years. Mr. Stephan is the Executive Director of the Red Deerbased Parkland Community Living and Supports Society.

#### Gary Taylor

Gary Taylor has over two decades experience as a teacher and counsellor of students with disabilities. Currently, he is a Support Programs coordinator in the Glen Avon Protestant School District of St. Paul. Mr. Taylor is visually impaired.

#### Jim Vargo

Jim Vargo is Assistant Dean of Rehabilitation Medicine at the University of Alberta. He specializes in spinal cord injury. Dr. Vargo is a quadriplegic.



Members of the Premier's Council on the Status of Persons with Disabilities

Back row, from left to right: Norma Stasiuk (resigned), Sandy Morrice, Gary Taylor,
Phil Stephan, Neil Marshall, Ray Hegerat, Peter Aubry

Front row, left to right: Wendy Bryden, Gary McPherson, Jim Vargo, Harvey Ball,

Everett Soop, Kaye Brock
Missing: Cheryl Crocker





# Year Ending March 31, 1993 (Unaudited) Statement of Expenditures

Manpower	Authorized	Expended	Unexpended (Overexpended)
Salaries - Permanent		79,800	(79,800)
Salaries - Non-permanent	109,777	93,515	16,262
Wages		13,271	(13,271)
Contract Employees	205,272	80,472	124,800
Employer Contributions	30,026	23,232	6,794
Allowances & Benefits	4,925	3,930	995
Total Manpower	350,000	294,220	55,780
Supplies & Services			
Travel Expenses	86,000	62,644	23,356
Advertising	10,500	1,554	8,946
Freight & Postage	27,300	31,973	(4,673)
Rentals and Leases	6,000	7,602	(1,602)
Telephone and Communications	4,400	4,486	(86)
Repairs and Maintenance	5,000	3,260	1,740
Contract Services	234,000	284,304	(50,304)
Data Processing Services	2,600	-	2,600
Hosting	9,000	6,412	2,588
Other Purchased Services	19,000	22,210	(3,210)
Materials & Supplies	14,200	20,033	(5,833)
Total Supplies & Services	418,000	444,478	(26,478)
Fixed Assets			
Fixed Assets  Data Processing Equipment	8,000	2,009	5,991
	8,000	2,009 4,515	5,991 (4,515)

**Total Expenditure 92/93** 

30,778

745,222

776,000

